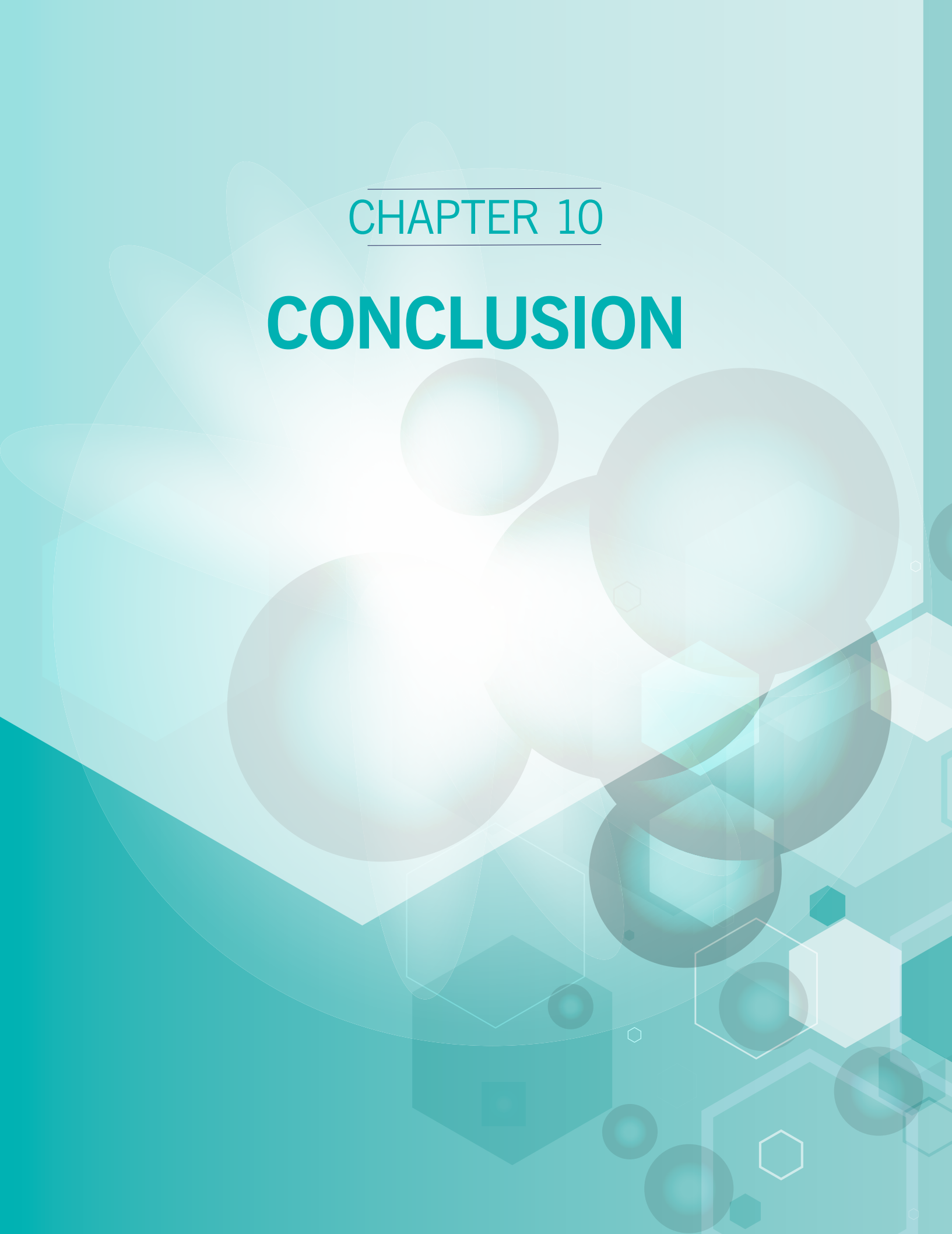


CHAPTER 10

CONCLUSION



10 Conclusion

We have examined seven steps on a generic customer journey and provided guidance on how each step, individually and as a whole, contributes to drive stakeholder value and experience. Figure 10.1 shows the entire generic customer journey.

As we have seen, a customer journey never follows a linear or theoretical sequence of steps in real life. It is more the rule than the exception that a customer journey follows an emerging pattern of touchpoints and service interactions.

Service is not manufacturing or production, but value co-creation between two or more stakeholders. The service experience is formed by individual touchpoints and service interactions on the customer journey. To improve service consumer satisfaction, each touchpoint must lead to good customer experience so that the whole journey delivers on customer expectations.

Optimizing stakeholder value has been explored in depth in this publication. Changes affect the way organizations interact with their service consumers and their partners, and so it is important to manage these relationships successfully using the seven steps. To support the needs of today's organizations, IT and service management professionals should adopt a collaborative culture that is focused on value for the organization, its customers, and other stakeholders.

To get the most out of *ITIL® 4: Drive Stakeholder Value*, it should be studied alongside the ITIL management practice guides, which are available online and provide detailed practical recommendations for all 34 practices. They include hands-on guidance that can be applied in the context of all of the ITIL 4 publications.

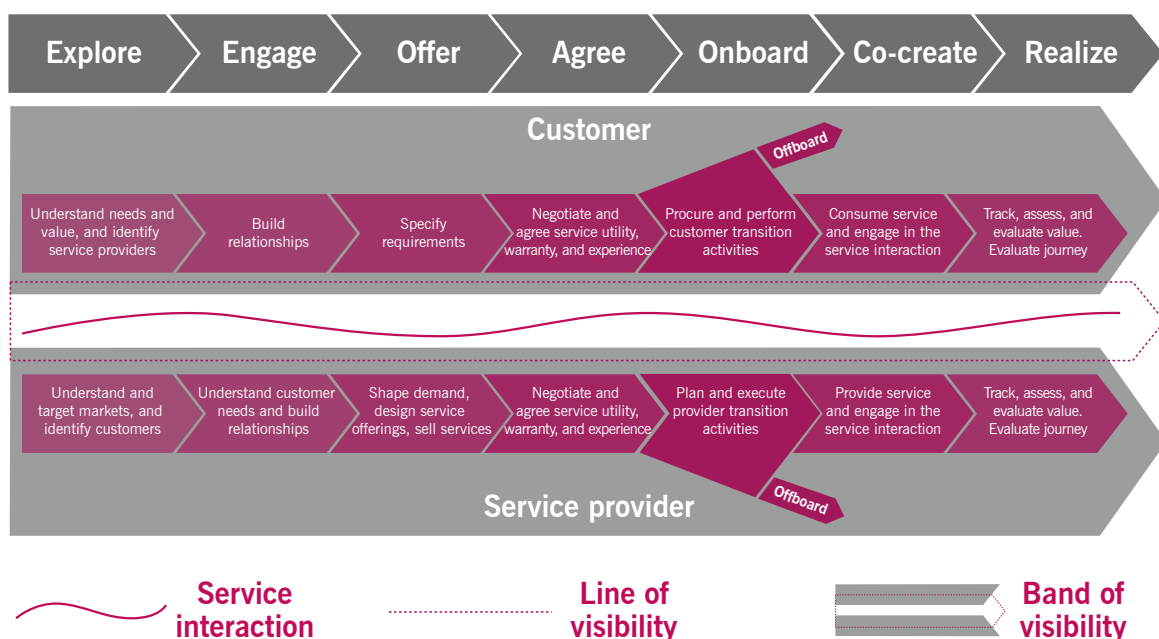


Figure 10.1 The generic customer journey

All ITIL publications are holistic and focused on value. They address the four dimensions of service management and help to manage resources in a way that enables value creation for the organization, its customers, and other stakeholders.

ITIL® 4: Direct, Plan and Improve provides guidance on aligning product and service management with today's business requirements, driving successful organizational transformation, and embedding continual improvement into an organization's culture at every level.

ITIL® 4: Create, Deliver and Support provides guidance on the cultural and team management aspects of product and service management and an overview of the various tools and technologies that support service management. It demonstrates how to integrate management practices into end-to-end value streams.

ITIL® 4: High-velocity IT provides detailed guidance on comprehensive digital transformation and helps organizations to evolve towards a convergence of business and technology, or to establish a new digital organization.

END NOTE: THE ITIL STORY



End note: The ITIL story

It has been a year since eCampus Car Share was launched, and Mariana's new service has been a great success. Thanks to the team's use of service design techniques and consideration of all the steps of the customer journey, the service has proved to be very popular. Already it is creating value for both customers and stakeholders, including Axle Car Hire and the university.

In its first year, eCampus Car Share didn't quite generate the revenue to cover Axle's initial investment costs. However, Henri is happy that Axle has achieved its goal of creating a student-led initiative to provide affordable, environmentally friendly car share that enables students and staff to get to campus on time, with minimal disruption and delay.

Mariana's service has also proved that there is a market for an environmentally responsible car share service in São Paulo, particularly among students and staff of the university. The team believes the service can be introduced to other campuses and city areas, and is now looking for ways to grow the business further.